



“Strategic Plan 2002”

**415th Base Support
Battalion
Kaiserslautern, Germany
Unit 23152
APO AE 09227**

VALUES

“Loyalty”

Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers.

“Duty”

Fulfil your obligations.

“Respect”

Treat people as they should be treated.

“Selfless Service”

Put the welfare of the nation, Army, and your subordinates before your own.

“Honor”

Live up to all the Army values.

“Integrity”

Do what's right, legally and morally.

“Personal Courage”

Face fear, danger, or adversity (Physical or Moral).

Mission Statements

ARMY

Defend The Nation and Promote Peace and Stability by Shaping The International Security Environment, Responding to The Full Range of Crisis when Called, and Preparing Now to Meet The Challenges of an Uncertain Future.

415th Base Support Battalion

Provide Command and Control, Base Operations Support, Force Protection, and RSO in Support of Contingency Operations, Conduct Area Operations and Support for Joint Power Projection Platform; Enhance The Readiness and Quality of Life for The Total Force Within the KMC to Meet On Going and Future Requirements.

Vision Statements

Army

Soldiers On Point for the Nation ... Persuasive in Peace, Invincible in War

415th Base Support Battalion

A Dedicated Team of Professionals Continuously Improving Support and Services for Our Customers while Serving as the USAREUR Benchmark for a Power Projection Platform and Sustainment Base for the Kaiserslautern Military Community.

Guiding Principles

Take Care Of Our People.
Make Customers the Driving Force.
Treat People as Our Single Most Important Resource.
Enable and Empower Our Workforce.
Reward Innovation, Imagination and Creativity.
Eliminate Non -Value-Added Work.
Take Sound, Calculated Risks To Produce Efficient Results.
Employ Solid Business-Like Practices.
Create Enterprise and Revenue Generating Operations.
Leverage Training And Technology To Increase Productivity.
Look For Reengineering Opportunities and Implement.
Work Collaboratively with the Community and Private Sectors.
Focus On Performance Measurement and Continuous Improvement.
Exercise Responsible Stewardship of Our Resources and Our Environment
Strengthen the Ties between the Army, Air Force, and Host Nation
Acknowledge Results
People First / Mission Always

Planning Assumptions

Ratio of married / single parent verses single soldiers will increase.
Operations tempo will remain high as the increase in NATO / Joint operations continue.
Quality of Life demands will increase while the higher demands on NAF and AAFES/ARM dividends dollars will decline.
APF / NAF funding will remain below requirements, facilitating a need to expand existing sources of funds.
Workforce and maintenance costs will increase significantly.
Increase emphasis on process improvement and technology.
More functions will be consolidated / regionalized / contracted.
There will be increased emphasis on environmental compliance.
There will be more management accountability.
Volunteering will become more critical.

KEY CUSTOMERS INTERNAL

415 th BSB Internal Workforce (US & LN)	Military working dogs
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KEY CUSTOMERS EXTERNAL

5 th SIGCMD	DODDS	Privately Owned Pets
21 st TSC	DPC	Reserves/Guards
29 th SG	DRMO	Tenant Units in 415 th BSB AOR
AAFES	External ASG/BSB	TMDE
AF Tenant Units	Host Nation	US & NATO ID Card holders
BOSS	IFMS	US Space Command
Civilian Contractors on Installations in 415 th BSB AOR	ITC	USAMMC
DECA	KMC Community	USAREUR
DFAS	LRMC	WPC
DOD Community Bank	NATO Military	

KEY SUPPLIERS

5 th SIGCMD	CID	IFMS
26 th ASG	Congress (COGDAL)	KMID
86 th AW (Air Force)	Corp of Engineers	Local Vendors
100 th Vet Command	CPAC	STBA
415 th BSB	DOD	US Vendors
AAFES	EUCOM	USAREUR
AF Contracting	Finance	Works Council
AT/FP Manning Assists KMC	GSA	
CFSC	Host Nation	

STAKEHOLDERS

21 st TSC	Army Education Center	Installation Coordinator
86 th SVS	Contractors	LRMC Commander
86 th AW	DECA	Tenant Units in 415 th BSB AOR
100 th MEDCOM Commander	DODDS	University of Maryland
AAFES	Host Nation	USAREUR

KEY ORGANIZATIONAL DRIVER: READINESS	
GOAL 1: Continue to improve the 415 th BSB's capability and capacity as a power projection platform and sustainment base.	
OBJECTIVE 1.1.	Develop, resource and implement capital investment plans to revitalize or replace essential infrastructure and enhance BASOPS support and operations.
OBJECTIVE 1.2.	Deliver customer-valued BASOPS support that meets the present and future power projection needs of our customers.
OBJECTIVE 1.3.	Capitalize on existing and new technology.
GOAL 2: Maximize the capability, effectiveness and job satisfaction of the workforce.	
OBJECTIVE 2.1.	Hire, develop and retain a quality workforce that meets current and future needs.
OBJECTIVE 2.2.	Enhance the quality of the work environment.
GOAL 6: Plan and execute Antiterrorism and Force protection (AT/FP) operations.	
OBJECTIVE 6.1.	Standardize AT/FP requirements across all installations.
OBJECTIVE 6.2.	Provide C3 to the Anti-terrorism / Force Protection Team.
KEY ORGANIZATIONAL DRIVER: QUALITY OF LIFE	
GOAL 3: Provide quality BASOPS and MWR support to customers.	
OBJECTIVE 3.1.	Provide required and customer-valued QOL programs and services.
OBJECTIVE 3.2.	Meet USAREUR Quality of Life Standards.

GOAL 7: Provide joint, host nation, and community relations.	
OBJECTIVE 7.1.	Standardize and centralize all inter-agency and host nation communications.
KEY ORGANIZATIONAL DRIVER: RESOURCE MANAGEMENT	
GOAL 4: Manage resources efficiently and effectively.	
OBJECTIVE 4.1.	Improve the effectiveness of BASOPS support and operations.
OBJECTIVE 4.2.	Accurately project resource requirements.
OBJECTIVE 4.3.	Become more proactive in environmental stewardship.
OBJECTIVE 4.4.	Improve BASOPS efficiency while maintaining customer satisfaction.
KEY ORGANIZATIONAL DRIVER: PRODUCTIVITY IMPROVEMENT	
GOAL 5: Proactively manages change through Total Army Quality / Army Performance Improvement Criteria philosophy to ensure continuous mission success.	
OBJECTIVE 5.1.	Assess and evaluate the 26th ASG Strategic Action Plan to incorporate ever-changing requirements.
OBJECTIVE 5.2.	Institutionalize continuous quality improvement as a key component of the organizational culture.
OBJECTIVE 5.3.	Develop and implement a customer satisfaction feedback management system.

GOAL 1: Continue to improve the 415th BSB's capability and capacity as a power projection platform and sustainment base.

OBJECTIVE 1.1. Develop, resource and implement capital investment plans to revitalize or replace essential infrastructure and enhance BASOPS support and operations.

Standard		< 90% Red	90 – 95% Amber	> 95% Green	
Performance Measure: ISR.					
FY01		FY02		FY03	
Target 90%		Target 95%		Target 95% +	
End State		Green			
Action		Who	When	Indicator of Success	Status
1.1.1	Develop and implement a Long Range Plan that includes a five-year Master Plan, Capital Improvement Plan, Life-cycle Replacement Plan and a Human Resources Plan..	CDR XO DIR RM	3Q02/ Annual	Long Range Plan developed and updated annually. Percentage of executions	
1.1.2	Develop innovative multi-tiered approach to reduce Major M&R backlog: self-help; troop labor; APF to NAF reimbursement; Host Nation quid for quo; Commercial Sponsor; etc.	CDR XO DIR RM	3Q02/ Annual	Percentage of reduction in Major M&R backlog. Percentage of APF funds available to work required. Percentage of NAF funds available to work required.	

OBJECTIVE 1.2. Deliver customer-valued BASOPS support that meets the present and future power projection needs of our customers.

Standard	< 70% Red		70 – 80% Amber		> 80% Green		
Performance Measure 1: Level of customer satisfaction with our ability to deliver BASOPS support that meets their power projection needs.							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Performance Measure 2: Percentage of RSO standards met.							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Action				Who	When	Indicator of Success	Status
1.2.1	Continue to improve RSO capability.			CDR / XO / DIR Safety	2Q02/ Annual	Percentage of timelines met vs requirements.	
1.2.2	Continue to improve soldier pre/post-deployment support.			CDR XO / DIR Safety	2Q02/ Annual	Percentage of timelines met vs requirements.	
1.2.3	Continue to improve family support systems.			CDR XO / DIR PAO	2Q02/ Annual	Percentage of customer satisfaction with support systems.	
1.2.4	Continue to improve force protection capability.			CDR S2/3 DPW PMO	2Q02/ Annual	Percentage of METL Trained. Percentage of installation upgrades.	
1.2.5	Identify requirements in sharing resources and base support responsibilities with the Air Force and use as the bas is for developing a recommended MOU.			CDR XO / DIR PAO	2Q02/ Annual	Inter-service agreements standardized and continuity folder development.	

OBJECTIVE 1.3. Capitalize on existing and new technology.

Standard		Savings/avoidance < cost Red		Saving/avoidance = cost to cost + 20% Amber		saving/avoidance > cost + 20% Green	
Performance Measure 1: Return on investment (Cost savings/avoidance value added):							
FY00		FY01		FY02		End State	
Target 70%		Target 81%		Target 85%		90%	
Standard		< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure 2: Level of customer satisfaction with technology							
FY00		FY01		FY02		End State	
Target 70%		Target 75%		Target 80%		80%	
Action				Who	When	Indicator of Success	Status
1.3.1	Develop and implement a Year 2000 Compliance fall-Back Plan based on the Compliance Study.			S2/3 IMO / RM	1Q03	Percentage of plan implemented.	
1.3.2	Clarify Responsibilities (AMO and RM aligned with 26th ASG).			CDR XO S2/3	1Q03	Responsibilities clarified.	
1.3.3	Develop and implement a life cycle sustainment plan to enhance capabilities related each new technology.			S2/3 IMO RM	2Q01/ Annual	Sustainment plan implemented.	
1.3.4	Establish a Working Group to identify enhancing technologies. Develop recommendations to standardize the priority purchase.			CDR XO / RM S2/3 IMO TQM	4Q01	Working group’s recommendations delivered and implemented.	
1.3.5	Develop and implement a life-cycle training system for end-users of new technology.			IMO S2/3	1Q02/ Annual	Training system implemented. Percentage of user trained.	
1.3.6	Develop a long-range plan to capitalize on existing and new technology to enhance delivery and management of support services.			CDR DIR XO / RM IMO	2Q02/ Annual	Plan implemented. Service improvement vs technology expenditures.	

GOAL 2: Maximize the capability, effectiveness and job satisfaction of the workforce.

OBJECTIVE 2.1. Hire, develop and retain a quality workforce that meets current and future needs.

Standard	< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure 1: Management satisfaction with the quality of the workforce.						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Performance Measure 2: Customer satisfaction with the quality of the workforce.						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Performance Measure 3: Employee satisfaction with the quality of the workforce.						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Action			Who	When	Indicator of Success	Status
2.1.1	Establish a recurring (min X 1 year) worldwide recruitment/hiring capability for key problem positions.		CDR XO DIR CPAC	1Q02/ Annual	Percentage of unfilled positions vs performance results and customer / employees satisfaction..	
2.1.2	Develop an Individual Development Plan (IDP) for each employee (include non-managerial/skill-level training) and review quarterly.		XO S1	1Q02/ Annual	Percentage of employees with IDP. Time table of expected completion dates for training.	
2.1.3	Review USAREUR Sponsorship Policy/Inprocessing Program for military/civilians/family members/local nationals and develop an internal SOP for managers.		CSM HHD S1 CPAC	2Q01	SOP developed for each area. Percentage of satisfaction with Sponsorship program.	
2.1.4	Develop a plan to train managers on CAPC/CPOC hiring and recruiting policies. Establish timelines for execution of current standards.		S1 CPAC	2Q01/ Annual	Plan implemented. Percentage of compliance with timeline.	
2.1.5	Develop HRD position to monitor personnel actions, IDPs, evaluations, awards and hiring actions.		S1	N/A	Monitor 26 th ASG's progression on the execution of plan.	
2.1.6	Reengineer AF Civilian Personnel System to mirror NAF.		S1 DCA	N/A	Monitor 26 th ASG's progression on the execution of plan.	
2.1.7	Identify positions in organization that can effectively use RC soldiers.		CDR HHD S2/3	3Q02/ Annual	Percentage of increased RC presence.	
2.1.8	Identify critical positions to be exempted from 5 year rule (like 1701 series).		CDR XO DIR S1	3Q02	Positions identified as exempt Percentage of mission capabilities hindered by imposing 5 year rule.	
2.1.9	Improve the work site wellness of the workforce.		Chaplain Safety EEO EO TOM	1Q03	Developed plan of available programs including percentage of workforce enrolled.	

OBJECTIVE 2.2. Enhance the quality of the work environment.

Standard		< 70% Red	70 – 80% Amber	> 80% Green	
Performance Measure 1: Management satisfaction with the quality of the work environment.					
FY01		FY02	FY03		End State
Target 70%		Target 75%	Target 80%		80%
Performance Measure 2: Employee satisfaction with the quality of the work environment.					
FY01		FY02	FY03		End State
Target 70%		Target 75%	Target 80%		80%
Action		Who	When	Indicator of Success	Status
2.2.1	Incorporate into supervisor’s duties the requirement to include training in the employee’s performance plan.	S1 HHD ALL	1Q02 Annual	Percentage of incorporated plans.	
2.2.2	Create a Working Group to develop recommendations that will improve communications horizontally and vertically in BSB.	CDR XO TQM	2Q01	Recommendations delivered and deployed in the BSB. Participate at group level when required.	
2.2.3	Create and distribute an Employee Climate Survey on a bi-annual base.	CDR ESG TQM	2Q02	Track and compare survey results. Looking for trends in all areas.	
2.2.4	Utilize results to identify areas for improvement in daily operations.	CDR ESG TQM	2Q02	Trend improvement in survey results as compared to daily operations.	
2.2.5	Develop and implement a plan to improve the understanding of TQM principles throughout the battalion.	CDR ESG TQM	2Q02	Increased understanding of principles; results shown in climate survey.	

GOAL 3: Provide quality BASOPS and MWR support to customers.

OBJECTIVE 3.1. Provide required and customer-valued QOL programs and services.

Standard	< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure 1: Programs; level of customer satisfaction						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Performance Measure 2: Services; level of customer satisfaction						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Action			Who	When	Indicator of Success	Status
3.1.1	Execute Quality of Life with resources allocated; while actively seeking additional funds.		CDR XO / RM DIR	2Q02 Annual	Percentage of obligated funds against requirements.	
3.1.2	Increase customer awareness of QOL programs by innovative means (i.e., Internet, command channels, email, etc.).		PAO IM TQM	2Q02	Percentage of customer usage.	
3.1.3	Participate in a 26 th ASG hosted OCONUS (Joint) quality of life summit.		CDR XO	1Q02	A unified OCONUS position paper.	
3.1.4	Increase customer satisfaction annually by 10% over current statistical figures in the area of Community and Family Support Programs		DCA	1Q03	Percentage of customer satisfaction	
3.1.5	Increase customer satisfaction with health and dental care to 90%.		HHD S1	1Q04	Monitor 26 th ASG progress.	
3.1.6	Increase customer satisfaction with single soldier housing. Monitor trends in Air Force supplied housing and lodging.		DPW	1Q05	Percentage of customer satisfaction.	
3.1.7	Develop a plan to align Quality of Life capabilities with what is expected from our customers.		CDR ESG TQM	2Q02	Plan developed and implementation time-line established.	
3.1.8	Develop a plan to identify and eliminate non-profitable programs and activities.		CDR ESG TQM	2Q02	Plan developed and implementation time-line established.	
3.1.9	Develop a plan to identify and out source processes within our unit.		CDR ESG TOM	2Q02	Plan developed and implementation time-line established.	

OBJECTIVE 3.2. Meet USAREUR Quality of Life Standards.

Standard		< 70% Red	70 – 80% Amber		> 80% Green	
Performance Measure: Level of customer satisfaction with the quality of life.						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Action			Who	When	Indicator of Success	Status
3.2.1	Develop and implement a five year plan to that will maintain and exceed USAREUR QOL Standards.		CDR XO / DIR	2Q01 Annual	Percent of standards met and exceeded.	
3.2.2	Development and implementation of improved Customer focused QOL Standards.		CDR XO / DIR TOM	3Q01 Annual	Customer focused QOL Standards implemented based on feedback systems.	

GOAL 4: Manage resources efficiently and effectively.

OBJECTIVE 4.1. Improve the effectiveness of BASOPS support and operations.

Standard	< 70% Red		70 – 80% Amber		> 80% Green		
Performance Measure 1: Level of customer satisfaction with BASOPS support by category i.e. deployment housing, maintenance, training, etc.							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Performance Measure 2: Measure: Level of internal customer satisfaction with the effectiveness of operations by category i.e. contracting, marketing, supply, etc.							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Action				Who	When	Indicator of Success	Status
4.1.1	Evaluate overall productivity by conducting annual Self-Assessments to identify improvement areas for process improvement.			CDR XO TQM DIR	3Q02 Annual	Annual self assessment conducted.	
4.1.2	Establish a Working Group to develop recommendations that improve staff action coordination with in the BSB and between the BSB and ASG			CDR TQM	2Q03	Recommendations delivered and percent of implementation.	
4.1.3	Develop a BSB (aligned with the ASG) policy on processing and reviewing agreements used with in the BSB / ASG to ensure current validity.			PAO CDR XO DIR	3Q02 Annual	50% reviewed annually of all MOU / MOA.	
4.1.4	Identify core competencies, divest non-core competencies and realign the workforce as a MEO.			S1 DIR	1Q02 Annual	MEO established. Monitored only at BSB.	
4.1.5	Develop a systematic approach to review all processes to achieve Continuous Quality Improvement in all current and future mission requirements (Process-mapping/Flowcharting).			CDR XO TQM DIR	1Q02 Annual	Key Business Processes mapped and flowcharted.	
4.1.6	Develop a plan to benchmark BASOPS support and operations.			CDR XO DIR TOM	1Q03 Annual	Percentage of support and services recognized as benchmarks.	

OBJECTIVE 4.2. Accurately project resource requirements.

Standard	> 10% Red	5 – 10% Amber	< 5% Green			
Performance Measure: Percent of expenditure actual/programmed.						
FY01	FY02	FY03	End State			
Target 105%	Target 100%	Target 95%	< 95%			
Action			Who	When	Indicator of Success	Status
4.2.1	Develop a 5 Year Resource Plan supporting the ASG Long Range Plan.		CDR XO / DIR RM	3Q01 Annual	Plan implemented.	
4.2.2	Develop a realistic obligation plan.		CDR XO DIR RM	1Q02 Quarter	Percentage of obligations verses allocated funding.	

OBJECTIVE 4.3. Become more proactive in environmental stewardship.

Standard		< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure: Percentage resolution of ECAS findings.							
FY01		FY02		FY03		End State	
Target 50%		Target 70%		Target 80%		90%	
Action			Who	When	Indicator of Success		Status
4.3.1	Develop and implement a plan to measure ECAS compliance.		CDR DPW	1Q01 Annual	Plan implemented.		
4.3.2	Publicize current system and findings with other BSBs and ASG. While monitoring direction of the ASG HAZMART program that will include generic HAZMAT programs.		CDR DPW DOL	1Q01	Program in place.		

OBJECTIVE 4.4. Improve BASOPS efficiency while maintaining customer satisfaction.

Standard		> 105% Red	95 – 105% Amber	< 95% Green		
Performance Measure: Percentage of expenditure actual/programmed.						
FY01		FY02		FY03	End State	
Target 105%		Target 100%		Target 98%	< 97%	
Action			Who	When	Indicator of Success	Status
4.4.1	Develop a plan to implement Activity Based Costing/Management.		DPW	4Q03	ABC/ABM implemented.	
4.4.2	Develop a plan to review costs for programs and services versus baseline customer satisfaction.		DPW RM TQM	4Q02	Percentage of cost per program verses customer satisfaction feedback. Establish standards.	

GOAL 5: Proactively manages change through Total Army Quality / Army Performance Improvement Criteria philosophy to ensure continuous mission success.

OBJECTIVE 5.1. Assess and evaluate the 26th ASG Strategic Action Plan to incorporate ever-changing requirements.

Standard		< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measures: Percentage of FY targets met or exceeded.							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Action			Who	When	Indicator of Success		Status
5.1.1	Communicate the 26 TH ASG strategic plan to the BSB workforce.		CDR XO TQM ALL	1Q02 Annual	Workforce understands the purpose of the SP Mission, Vision, GP/ Values and Goals.		
5.1.2	Develop supporting plan.		TQM ALL	1Q02	Plan developed.		
5.1.3	Communicate the BSB supporting plan to the workforce.		CDR XO TQM ALL	1Q01 Annual	Workforce knows SP Mission, Vision, GP/ Values and Goals.		
5.1.4	Conduct IPR on the strategic plan to monitor milestones, report progress, improve business results, and make management decisions based on goals, objectives and performance measures.		CDR XO DIR TQM	2Q02 Quarter	IPRs conducted quarterly.		
5.1.5	Link the strategic plan update to the budget cycle.		CDR XO DIR RM	2Q02 Semi - Annual	Supporting plan linked to budget cycle.		
5.1.6	Link the strategic plan goals / objectives / key actions to the reward system.		CDR XO DIR S1	4Q02 Quarter	Supporting plan linked to rewards system.		
5.1.7	Review and update the BSB functional supporting plans, maintaining alignment with the 26 th ASG’s plan.		CDR XO DIR TOM	2Q02 Annual	Supporting plan updated annually.		

OBJECTIVE 5.2. Institutionalize continuous quality improvement as a key component of the organizational culture.

Standard	< 70% Red	70 – 80% Amber	> 80% Green		
Performance measure: Employee satisfaction with the indicators of an organizational climate that facilitates continuous quality improvement					
FY01		FY02	FY03		End State
Target 70%		Target 75%	Target 80%		80%
Action		Who	When	Indicator of Success	Status
5.2.1	Administer the 'Best' Army Ideas for Excellence Program AIEP in USAREUR (Employee involvement in effecting continuous improvement).	TQM CDR Mgnt	1Q02 Annual	Approval rate => ROI. 3% annual increase in # ideas submitted.	
5.2.1.a	Provide up-to-date guidance to BSBs personal and tenant units.	TQM CDR	1Q02 Annual	Guidance provided.	
5.2.1.b	Establish continuity folders for all levels.	TQM ESG Mgnt	2Q03 Annual	Percentage of folders completed.	
5.2.1.c	Expand advertising capabilities.	TQM ESG PAO	2Q02 Annual	Capability expanded.	
5.2.1.d	Benchmark corporate process for improving submissions and results.	TQM ESG	2Q03	Percentage of benchmark targets achieved.	
5.2.1.e	Review award process.	ESG S1 TQM	2Q01 Annual	Process revamped.	
5.2.2	Improve capability for quality improvement.	TQM ESG	3Q02 Annual	Percentage of employees stating that they have the tools for quality improvement	
5.2.2.a	Train staff on quality principles & concepts	TQM ESG	3Q02 Annual	Percentage of trained employees.	
5.2.2.b	Develop and implement plan for rewarding team efforts towards continual improvement.	TQM ESG	3Q02 Annual	Plan implemented.	
5.2.2.c	Include quality improvement training in all employee Training and Work Performance Plan (Individual Development Plan -IDP).	S1 ESG TQM	4Q02 Annual	Percentage of IDP including training.	
5.2.3	Increase employee awareness and participation in Quality Processes & Programs	TQM ESG PAO	2Q03 Annual	100% employee involvement by 2001.	
5.2.3.a	Conduct annual employee briefing by the BSB CDR with ASG CDR participation.	CDR TQM ESG	1Q02 Annual	Briefing conducted.	
5.2.3.b	Conduct quarterly directorate sessions to solicit input and provide progress updates.	TQM ESG PAO	2Q01 Quarter	Sessions conducted.	
5.2.3.c	Publicize progress and special achievements in the local newspaper and post to the BSB & ASG Homepage.	TQM ESG PAO	2Q01 Annual	Percentage of special achievements identified and recognized.	

OBJECTIVE 5.3. Develop and implement a customer satisfaction feedback management system.

Standard		< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure: Level of management satisfaction with customer satisfaction feedback management system							
FY01		FY02		FY03		End State	
Target 70%		Target 75%		Target 80%		80%	
Action			Who	When	Indicator of Success		Status
5.3.1	Select a method to be used across the BSB to assess customer satisfaction of programs, products and services.		ESG TQM	1Q02	Method selected.		
5.3.2	Utilize 5.3.1’s method of customer satisfaction and other feedback mechanisms (Town Hall/Focus Groups/etc.) to determine overall status.		ESG TQM	2Q02	Status determined.		
5.3.3	Procure COTS automated system.		S2/3 IM RM DOL	4Q02	System procured.		
5.3.4	Conduct training to use automated systems to input, analyze, develop and disseminate reports, and maintain central data bank on customer satisfaction data.		S2/3 IM RM DOL TQM	1Q03	Operators trained.		
5.3.5	Implement the customer satisfaction management system.		ESG TQM	2Q01	System implemented.		
5.3.6	Evaluate and if necessary, fine-tune the system.		ESG TQM	3Q02 Annual	System evaluated.		

GOAL 6: Plan and execute Anit-terrorism and Force protection operations.

OBJECTIVE 6.1. Standardize AT/FP requirements across all installations.

Standard	< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure: TBD						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Action			Who	When	Indicator of Success	Status
6.1.1	Program and execute funds for force protection projects		S2/3 CDR DPW ICs STC	1Q02 QTR	Prepare projects for CSUP dollars Prepare projects for POM Execute dollars IAW FP guidelines Maintain status of all projects	
6.1.2	Develop and Implement BSB OPORD		CDR S2/3 DPW ICs STC	1Q02 QTR	Develop OPORD, successfully execute OPORD	
6.1.3	Develop installations Battle Book		CDR S2/3 DPW ICs STC	1Q02 QTR	Develop Battle Book	

OBJECTIVE 6.2. Provide C3 to the Anti-terrorism / Force Protection Team.

Standard	< 70% Red		70 – 80% Amber		> 80% Green	
Performance Measure: TBD						
FY01		FY02		FY03		End State
Target 70%		Target 75%		Target 80%		80%
Action			Who	When	Indicator of Success	Status
6.2.1	Execute STC's guidance		CDR S2/3 DPW ICs STC	1Q02 QTR	Receive guidance through monthly reports	
6.2.2	Conduct JAWG's, RAMPs, and Periodic Exercises		CDR S2/3 DPW ICs STC	3Q02 QTR	Successfully execute FPOPS	
6.2.3	Coordinate with Air Force, COR, IC, and Host Nation		CDR S2/3 DPW ICs STC	3Q02 QTR	Successfully execute FPOPS	
6.2.4	Conduct level I – II Force Protection Training		S2/3	4Q02 QTR	Brief all incoming soldiers/FM at ITC Conduct quarterly training for the community	

GOAL 7: Provide joint, host nation, and community relations.

OBJECTIVE 7.1. Standardize and centralize all inter-agency and host nation communications.

Standard		< 70% Red	70 – 80% Amber	> 80% Green		
Performance Measure: TBD						
FY01		FY02		FY03	End State	
Target 70%		Target 75%		Target 80%	80%	
Action			Who	When	Indicator of Success	Status
7.1.1	Publish progress and special achievements in the local newspaper and post to BSB home page		PAO	1Q02 Annual	Percentage of special achievements identified and recognized. Write articles of KA	
7.1.2	Manage request for information and Commander’s hotline.		PAO	1Q02 Annual	Maintain log of all request. Research issues and brief Commander. Coordinate response / open door with Commander. Resolve / reply 100% to all concerns.	
7.1.3	Establish / nurture contacts with local and regional State officials, neutralizing potential irritants.		PAO	1Q02 Annual	Increased contacts, reduction in official and unofficial complaints.	
7.1.4	Promote good will and improved relations between the command and Host Nation population.		PAO	1Q02 Annual	Increased contacts and official events.	
7.1.5	Plan and execute German / American events for grass root occasions and dignitary visits.		PAO	1Q02 Annual	Monitor events, visitors, and hours allocated on each activity.	